



Bill Blacker 2005

Afghanistan 2005



# DoD IG Team – Afghanistan Project Briefing for DoD IG

## Management Decision Model

for

Capabilities Assessment of the Afghanistan  
Ministry of Defense and  
National Army

26 JULY 2005

Brem Morrison, AIG Inspections & Evaluations



DoD IG Team – Afghanistan 5 June – 8 July 2005



UN Humanitarian Assistance Flight into Kabul



Gator Alley, Camp Eggers – Kabul, Afghanistan



Team with Gen Wardak, Minister of Defense & MGen Abulfazil, MOD IG



Team with MOD and ANA Inspector General's



Team Afghanistan 'Hooch' – Tent #3, Connecticut Safe House



4<sup>th</sup> of July Celebration – Camp Eggers



Peshawar House Conference Room



# Sequence of Events



- **19 Apr:** Ambassador Khalilzad Request – “Joint IG Office and Ops Matters”
- **13 May:** DoD IG Announcement Memo – PRT Assessment
- **7 June:** Arrived in Kabul/Mission Change #1 – Assist CFC-A DCG on MoD/ANA Assessment
- **12 June:** Mission Change #2 – Create the MDM
  - 26 June: CFC-A CG’s Request for Assistance
  - 2 July: CFC-A Chief of Staff’s PRT Memo
- **3 July:** Exit Brief/Report to CFC-A CG
- **4 July:** Revised DoD IG Announcement Memo
- **5-6 July:** Staff Teach and Train/Out Briefs



# DOD IG Process



- Business consulting approach
- Independent and objective perspective
- Promote efficiency and effectiveness
- Recommend process improvements
- Foster public confidence—transparency
- Prevent fraud, waste, abuse and mismanagement
- Report to SecDef and Congress



# CFC-A CG and MoD Agreement



- 12 June 2005: CG and Afghanistan Minister of Defense mutually agreed to conduct a capabilities assessment of the MoD and ANA
- Need a well conceived approach to measure and analyze progress and capability



# Request for Assistance



- Create a Management Decision Model for 'Health Check' of Afghanistan Ministry of Defense (MOD) and the Afghan National Army (ANA)
- Develop a systemic approach to monitoring and managing the critical activities required. . .to achieve desired levels of organizational and readiness capacity of the MOD and ANA

CG, CFC-A MEMO, 26 JUNE 2005

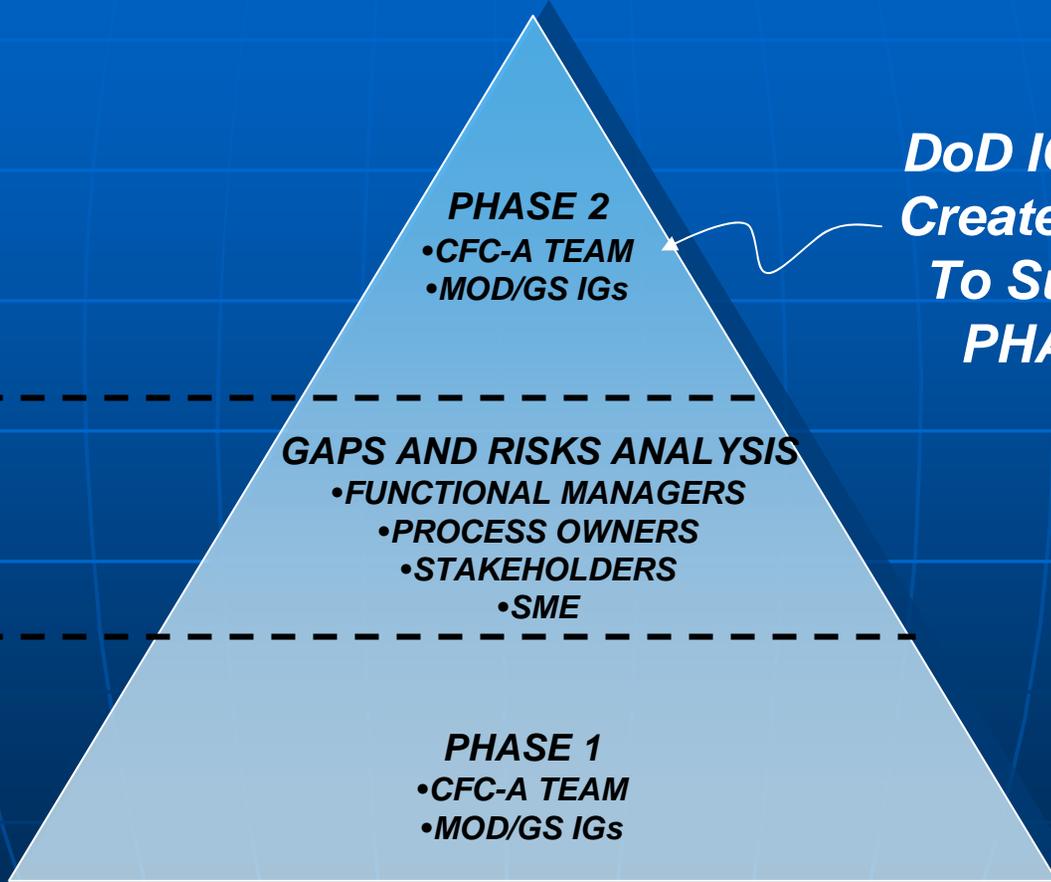


# MOD & ANA CAPABILITIES ASSESSMENT



**STRATEGIC LEVEL**

**TOP DOWN**



**DoD IG TEAM  
Created MDM  
To Support  
PHASE 2**

**BOTTOM UP**

**TACTICAL-OPERATIONAL LEVEL**

**“BUILDING A STABLE, VIABLE, SELF-SUSTAINING INSTITUTION”**



# Model Requirements



- A universal top-down mapping of high level elements
- Reusable and scalable
- Expandable architecture
- Adaptable to existing software applications, e.g., MS Word and Excel
  - Easy for staff to use
  - Minimal training requirement



# Decision Making



## DRIVERS OF SUCCESS IN DECISION MAKING

STRATEGIC  
CONTEXT

LEADERSHIP

ROLES

PROCESS /SYSTEMS/ PROCEDURES

MANAGEMENT AND CONTROLS



# Model Architecture



- Employs DOTMLPF "plus" technique
- Maps "vital" high-level elements required to establish a viable, self-sustaining institution
- Identifies management indicators and decision milestones to establish priorities and facilitate achievement of the "end state"
- Incorporates the "continuum" perspective to measure capabilities, capacity, and readiness



# Model Benefits



- Provides a “global” view of challenges
- Requires cooperation and collaboration among functional managers and decision makers
- Advocates establishment and sharing of metrics
- Facilitates “gap and risk” analyses
- Identifies resource requirements



# MDM Roll-up View (Notional)



<b>OVERALL ORGANIZATION RATING</b>		<b>62%</b>
<b>INTERIM RATING</b>		<b>71%</b>
> 84.5% +	(Good)	2
50.0% - 84.5%	(Satisfactory)	1
< 50%	(Needs Improve)	0
Level I Element	Weight	
Doctrine	1	60%
Organization / Structure	1	77%
Training	4	71%
Material	1	73%
Leadership	1	73%
Personnel	3	86%
Facilities	1	50%
Resource Management	1	87%
Intelligence	1	49%
Medical	1	0%
Education	1	0%
Transportation	1	53%



# MDM Level I and II (Notional)



<b>OVERALL ORGANIZATION RATING</b>				<b>62%</b>
<b>INTERIM RATING</b>				<b>71%</b>
> 84.5% +	(Good)	2		
50.0% - 84.5%	(Satisfactory)	1		
< 50%	(Needs Improvement)	0		
<b>Level I Element</b>	<b>Weight</b>	<b>Level II Element</b>	<b>Weight</b>	
Material	1			<b>73%</b>
		Acquisition/Procurement	1	<b>86%</b>
		Maintenance/Repair	1	<b>77%</b>
		Sustainment	1	<b>54%</b>



# MDM Level I, II, and III (Notional)



<b>OVERALL ORGANIZATION RATING</b>						<b>62%</b>	
<b>INTERIM RATING</b>						<b>71%</b>	
				> 84.5%+	(Good)	2	
				50.0% - 84.5%	(Satisfactory)	1	
				< 50%	(Needs Improvement)	0	
Level I Element	Weight	Level II Element	Weight	Level III Element	Weight		
Material	1					<b>73%</b>	
		Acquisition/ Procurement	1			<b>86%</b>	
				Capability Requirements Analys	1	<b>75%</b>	
				Acquisition Strategy	1	<b>100%</b>	
				Procurement Procedures	1	<b>83%</b>	
				Support Infrastructure	1	<b>87%</b>	



# MDM Level I, II, III and IV (Notional)



<b>OVERALL ORGANIZATION RATING</b>						62%
<b>INTERIM RATING</b>						71%
		> 84.5%+	(Good)	2	Green	
		50.0% - 84.5%	(Satisfactory)	1	Yellow	
		< 50%	(Needs Improvement)	0	Red	
Level I Element	Weight	Level II Element	Weight	Level III Element	Weight	Level IV Element
Material	1					
		Acquisition/ Procurement	1	Acquisition Strategy	1	
						Statements of Work
						Life Cycle Costs estimate
						Market Research
						Performance / Functionality
						Production Location



# Demonstration and Summary



- Easy to use
- Drill down architecture
- Variable weighting function
- Aggregate snap shots
- Deliverables
  - Model
  - Documentation
  - Follow-up Assistance



# Discussion and Feedback



- "Brilliant. . .very sophisticated. . ."  
OMC-A Deputy Commander
- Will use to benchmark, validate our study . .  
.we're grateful for your assistance. . ."  
CFC-A Deputy Commanding General
- We'll use it. . .it's excellent. . .it will help us  
establish a baseline for assessing MOD's and  
ANA's progress. . ."  
CFC-A Commanding General